



2004
Harvard University's

Town Gown Report

for the
City of Cambridge

Submitted by:
Harvard Planning + Allston Initiative

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I. EXISTING CONDITIONS

A. FACULTY AND STAFF

Please provide the following information about the current conditions and population at your Cambridge campus. Add clarifying comments as needed.

Harvard is the largest employer in the City of Cambridge, providing a stable base of employment for Cambridge residents. Over 3,000 Cambridge residents are employed by Harvard in Cambridge facilities and over 600 Cambridge residents in Harvard facilities in Boston.

Institution Name: President and Fellows of Harvard College

Report for Time Period: Harvard's Town Gown Report is submitted for the 2003-2004 academic year. Unless otherwise noted, all data reflects spring 2004.

Date Submitted: December 17, 2004

	2002	2003	2004
Cambridge Based Staff			
Head Count	7,814	8,388	11,094 ¹
FTEs ²	7,225	6,970	8,788
Cambridge Based Faculty			
Head Count	1,719	2,253	1,525
FTEs ²	1,497	1,757	1,355
Number of Cambridge Residents Employed at Cambridge Facilities	3,044	3,600	3,670
Number of Cambridge Residents Employed at Boston Facilities	626	665	620

Ten-Year Projection:

Growth projections are influenced by many factors and no central University department has undertaken such projections for faculty and staff counts. However, the two largest schools in Cambridge, the Faculty of Arts and Sciences and the Law School, have made commitments to improve the student academic experience through a number of measures, including reduced class sizes. This will result in an increase in the number of faculty positions. It is likely that additional staff will be required to support these new faculty positions.

¹ Harvard continues to employ approximately the same number of staff and faculty this year as last year. However, staff counts appear to have increased significantly for two reasons. First, the University has implemented a new payroll system that now tracks certain sub-categories of staff employees who were not tracked in prior years. Secondly, some staff sub-categories were incorrectly classified in last year's report as faculty. This classification error also explains why faculty counts appear to have decreased significantly this year from last year.

² "FTE" refers to Full Time Equivalent employees, which treats part-time workers as a fraction of a full-time position based on the number of hours worked per week.

I. EXISTING CONDITIONS

B. STUDENT BODY³

Please provide the following statistics about your Cambridge-based student body:

	2002	2003	2004
Total Undergraduate Students:	7,085	7,050	7,000
Day:	6,650	6,649	6,597
Evening:	435	401	403
Full Time:	6,831 (181)	6,822 (182)	6,767 (176)
Part Time:	254 (254)	228 (219)	233 (227)
Total Graduate Students:	8,887	8,895	9,139
Day:	8,261	8,224	8,463
Evening:	626	671	676
Full Time:	8,119 (177)	8,098 (148)	8,316 (140)
Part Time:	768 (449)	797 (523)	823 (536)
Total Non-degree Students:	4,819	5,328	5,062
Day:	(not requested)	383	304
Evening:	(not requested)	4,945	4,758
Total Number of Students in Cambridge:	20,791	21,273	21,201

Notes: Counts as of October 15, 2003; numbers in italics represent students in Extension School.

Ten-Year Projection:

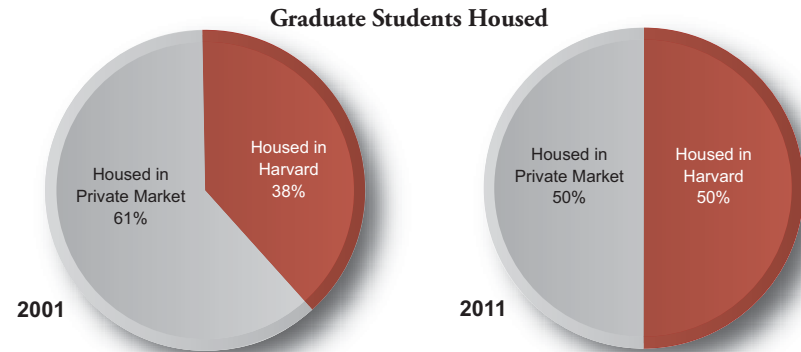
As is the case with faculty and staff counts, no central University department has undertaken projections regarding future student population. According to data compiled by the University's Institutional Research group, since 1996 Harvard's undergraduate student population has remained relatively stable at just over 6,500 students. The graduate student population has varied somewhat year to year with an increase of approximately 500 students since 1996. The Extension School population has experienced a gradual but steady increase of just over 200 students in the same time period.

³ Include all non-degree students enrolled in day or evening classes, such as persons taking Harvard Extension classes.

I. EXISTING CONDITIONS

C. STUDENT RESIDENCES

As a residential college, Harvard offers well-maintained, academically and socially oriented housing to all undergraduates. Any undergraduates not accommodated in dormitories are offered housing in Harvard Real Estate Services' affiliated housing. Ninety-seven percent of undergraduates reside in these on campus facilities. Only 105 students, primarily non-traditional-age, reside in off-campus housing not owned by Harvard.



	2002	2003	2004
Number of Undergraduate Students Residing in Cambridge			
In dormitories	6,356	6,445	6,404
With cars garaged in Cambridge	69	113	128
In off-campus, affiliate housing	95	91 ⁴	82
In off-campus, non-affiliate housing ⁵	200	123	105
Number of Graduate Students Residing in Cambridge			
In dormitories	1,280	1,430	1,456
With cars garaged in Cambridge	185	174	172
In off-campus affiliate housing	1,214	1,081	1,268
In off-campus, non-affiliate housing	3,140	3,086	3,123

⁴ Due to a typographical error, last year's figure was incorrectly reported as 32. There were, in fact, 91 undergraduates living in affiliate housing in FY03.

⁵ For the purpose of this report, affiliate housing is defined as other housing owned by the institution that is available only to members of the academic community. Affiliate housing does not include either dormitories or housing available for rent to persons who are not affiliated with the institution.

In addition to housing nearly 100% of undergraduates, Harvard currently houses 40% of its graduate students. In 2001, the University established a 10-year goal of housing 50% of its graduate students in either dormitories or affiliated housing. At that time, Harvard provided housing for 38% of its graduate students (23% in dormitories and 15% in affiliated housing).

Harvard's housing stock is managed as a University-wide resource and numeric targets are based on considerations of the University community as a whole. The addition of 500 planned graduate student beds in the Riverside housing projects will allow the University to increase the number of students housed by 4.5%. Harvard is also planning to build 251 beds in the Fenway area of Boston. The combined impact of the Riverside and Fenway projects will enable the University to achieve the 50% goal well ahead of the targeted deadline.

I. EXISTING CONDITIONS

D. FACILITIES AND LAND OWNED

The following facilities and land information should be provided for the campus as a whole as well as for sub-areas/precincts of the campus.

	2002	2003	2004
Acres (Tax Exempt)	190	190	194
Acres (Taxable)	28	33	29 ⁶
Number of Buildings	301	301	302
Dormitories			
Number of Buildings	91	91	91
Number of Beds	8,320	7,933	7,950
Size of Buildings (gfa)	12.77M	12.94M	12.95M
Classroom	Not requested	Not requested	636,701
Lab/studio	Not requested	Not requested	2,125,015
Office	Not requested	Not requested	1,922,309
Library	Not requested	Not requested	1,177,675
Athletic	Not requested	Not requested	217,799
Assembly/museum	Not requested	Not requested	901,412
Support	Not requested	Not requested	562,316
Healthcare	Not requested	Not requested	78,850
Residential	Not requested	Not requested	5,065,588
Commercial	295,100	288,064	261,076

⁶ In 2003, Harvard purchased Blackstone Station as a taxable property, as reflected in the acreage; this year that property was re-classified to tax-exempt based on its institutional use. Additionally, the property at 153 Mount Auburn Street, which was donated to Harvard, was added to Harvard's tax-exempt property.

⁷ As reported on Tax Report ABC submitted to the City of Cambridge March 2004

Property Transfers: ⁷

Please list Cambridge properties purchased since filing your previous Town Gown Report:

None

(The property at 153 Mount Auburn Street was donated to Harvard)

Please list Cambridge properties sold since filing your previous Town Gown Report: **None**

Please describe any planned dispositions or acquisitions:

During the fourth quarter of 2004, Harvard will purchase a theatre unit in the Carr Foundation Arrow Street Condominium, located at Zero Arrow Street, which will be used by American Repertory Theatre, Harvard, and others for various productions and rehearsals.

I. EXISTING CONDITIONS

D. FACILITIES AND LAND OWNED (continued)

Parking:

This section refers to parking spaces maintained in Cambridge only. Provide figures for the Campus as a whole and for each sub-area/precinct. Attach additional information as necessary.

Harvard University owns and maintains 4,536 non-commercial supporting parking spaces in the City of Cambridge. These spaces constitute the University parking inventory and are used to support the operations of the University and accommodate faculty, staff, student, and visitor parking. When Harvard submitted its Parking and Transportation Demand Management Plan, which was approved by the City of Cambridge in July 2003, we also provided a detailed inventory of Harvard's parking spaces that is updated annually each December.

Affiliate Housing: (do not include any information about dormitories in this table)

	2002	2003	2004
Tax-Exempt Affiliate Housing			
Number of Units	866	880	880
Number of Buildings	8	8	8
Taxable-Affiliate Housing			
Number of Units	889	749	766
Number of Buildings	49	52	52
Tax Exempt-Other Housing			
Number of Units	None	None	None
Number of Buildings	None	None	None
Taxable-Other Housing			
Number of Units	270	None	None
Number of Buildings	39	None	None

I. EXISTING CONDITIONS

E. REAL ESTATE LEASED

Please attach to the report a table listing of all real estate leased by your educational institution within the City of Cambridge.

Include the following for each lease: • street address • approximate area of property leased • use

Real Estate Leased by Harvard	Square Feet	Tenant	Use
One Bow Street	8,450	FAS	Office
3 Bow Street	3,855	Parking Office	Office
44R Brattle Street	8,417	GSE	Office
One Brattle Square	18,737	KSG	Office
50 Church Street	7,600	KSG	Office
17 Dunster Street	6,150	FAS	Office
155 Fawcett Street	3,500	FAS/ART	Office
155 Fawcett Street	34,000	FAS/ART	Warehouse
104 Mt. Auburn Street	19,616	Provost	Office
124 Mt. Auburn Street	34,350	KSG	Office
124 Mt. Auburn Street	20,874	OHR	Office
124 Mt. Auburn Street	16,899	HUDO	Office
124 Mt. Auburn Street	10,365	Law	Office
124 Mt. Auburn Street	9,765	GSE	Office
124 Mt. Auburn Street	2,499	SPH	Office
124 Mt. Auburn Street	698	G&CA	Office
125 Mt. Auburn Street	36,564	Law	Office
625 Massachusetts Avenue	70,762	FAS	Office
1100 Massachusetts Avenue	7,015	Provost	Office
1280 Massachusetts Avenue	7,483	HUL	Office
1408–1414 Massachusetts Avenue	50,000	FAS	Office
1430 Massachusetts Avenue	8,054	FAS	Office
10 Ware Street	1,750	UIS	Office
1 Story Street	6,125	DCE	Classroom
10 Appian Way	800	GSE	Office
25 Mt. Auburn Street	10,162	LASPAU	Office
One Kendall Square	27,000	HMS	Laboratory
77 Trowbridge Street	9,200	HPRE	Residential
320 Charles Street	9,762	HMS	Laboratory
Total:	450,452		

Harvard also leases approximately 300,000 SF of commercial and other retail space to a variety of non-University tenants who add to the vibrancy and vitality of Cambridge. This space is generally on the street level of buildings where the upper levels have institutional use.

I. EXISTING CONDITIONS

F. PAYMENTS TO CITY OF CAMBRIDGE⁸

	FY01	FY02	FY03	FY04
Total Payments	\$8,751,365	\$10,366,585	\$11,965,986	\$12,083,442
Real Estate Taxes Paid	\$4,322,501	\$4,612,776	\$4,475,919	\$5,090,960
Payments in Lieu of Taxes	\$1,618,138	\$1,725,286	\$1,807,269	\$1,772,264 ⁹
Water and Sewer Fees Paid	\$2,493,127	\$3,141,148	\$4,759,736 ¹⁰	\$4,612,894
Other Fees and Permits Paid	\$317,599	\$887,375	\$923,062	\$ 607,324

⁸ Fiscal Years for the City of Cambridge begin on July 1 and end on June 30 of the following year. For example, FY 02 for the City of Cambridge includes the period from July 1, 2001 through June 30, 2002.

⁹ The Cambridge 1990 PILOT Agreement is revenue driven. Because 29 Garden Street was off-line, a credit for that property was allowed in the FY04 PILOT calculations.

¹⁰ This is an updated, corrected amount.

Ten-Year Projection:

Future PILOT payments will be determined by renewal of the existing PILOT agreement between City of Cambridge and Harvard University. Other future payments to the City cannot be projected.

II. FUTURE PLANS NARRATIVE

On page 12 of the 1991 Report of the Mayor's Committee on University-Community Relationships, the members of the Town-Gown Committee agreed that "Universities should offer statements of their future needs to the city and plans responding to those needs. These plans should include specific statements about known development projects and their status; forecasts of faculty, staff or student population growth; and identified needs that do yet have solutions . . . These plans should address known concerns of the community, such as parking and/or tax base erosion."

Describe your institution's current and future physical plans:

- Employ a planning horizon of ten years;
- How do you see your campus evolving to address your institution's strategic goals and objectives;
- Describe the goals and needs that you address through your plans;
- Identify and describe plans for future development of the sub-areas/precincts of your campus, being certain to address the institution specific information requests and questions found in Section VI (coordinate with Map 4 in Section IV);
- Identify future development sites on your campus (coordinate with Map 4 in Section IV);
- Include in your discussion the relationship of planned and projected institutional development to adjacent residential districts within Cambridge and any impacts that might result;
- Include in your discussion the relationship of planned and projected institutional development to adjacent retail and commercial districts within Cambridge and significant impacts that might result (e. g., loss or relocation of retail space, etc.).

II. FUTURE PLANS NARRATIVE

A. DRIVERS OF UNIVERSITY GROWTH

Harvard's physical plans are driven by the University's teaching and research mission. The University is beginning the first major review of the undergraduate curriculum in nearly 30 years. The proposals that emerge from this curricular and academic planning will affect all future physical planning.

Harvard also exists in the broader community of its host cities and recognizes that University planning has an impact on those communities. Planned new development in support of the University's teaching and research mission must be responsive to the existing pattern of development, in particular the transitions to adjacent residential neighborhoods.

Interdisciplinary pursuits in the sciences

It is Harvard's intent to maintain excellence in the basic sciences far into the future. Maintaining this excellence requires flexibly designed space to support collaborative research and teaching and to accommodate advances in technology, changing disciplinary boundaries, and emerging fields. It is essential that Harvard be able to translate scientific discovery into technologies, therapies, and clinical interventions. All four campuses - Cambridge, Allston, Longwood Area, and Arnold Arboretum - will be locations for cutting-edge work in the sciences and technology.

Improved undergraduate student experience

To maintain Harvard's competitiveness with comparable universities, Harvard is planning improved academic environments and amenities. Lower faculty/student ratios will require creation of new and reconfigured classrooms and additional offices for faculty and staff. Classrooms also need to incorporate new technologies in support of teaching. Many student life activities are housed in inadequate space and there is a need for additional student social space.

Housing for Harvard affiliates in the community

Historically, Harvard's leaders have promoted a residential community as the ideal medium for achieving the University's mission of teaching and research. A residential community promotes scholarly interchange and learning beyond the classroom and enables students to partake fully in the intellectual and local community. Harvard has established a goal of housing at least 50% of its graduate, professional, and medical students. Harvard's development of new residential facilities will be beneficial to the larger Cambridge community, as it will take pressure off of the private housing market and lead to increases in the availability of housing for local residents.

Professional schools

Harvard's eight graduate schools represent a vital component of the University's overall mission. The world needs, and will continue to need, outstanding ministers, lawyers, doctors, and educators. Harvard's professional schools will play an important role in educating these new generations of leaders and will contribute to the creation of new understanding, and to the growth and development of effective action in the world. Harvard is exploring three potential models to maintain and improve excellence in its graduate school programs: one that enables Schools to pursue a more robust portfolio of executive programs; one focused on the principles and practice of leadership; and one that uses issues leaders face in society as a framework within which to generate collaborative work, programs, and conferences. The direction of future physical planning will be determined by these programmatic goals.

II. FUTURE PLANS NARRATIVE

B. PLANNING CONTEXT

As Harvard faces a period of growth and change, it is important for planning to proceed on the basis of understanding the varied patterns that make up the campus' existing physical fabric. Harvard University's main campus is located in Cambridge. Other campuses – the Business School in Allston, the Longwood Area, the Arboretum, the Arsenal property in Watertown, the campuses in Southborough, Concord, Carlisle, Bedford, Phillipston, Petersham, Royalston, and Hamilton - have been developed over the years with specific functions within the overall University mission and are related in many ways to the core campus. The seven maps¹ that follow focus on the Cambridge campus:

- Harvard and the Regional Scale
- Land Use
- Harvard's Administrative Structure
- Open Space
- Transportation
- Historic Resources
- Harvard by Architect

The information on the maps is intended to provide a framework for understanding the Cambridge campus as a whole and to help shape, but not define, future planning efforts. They provide the context for the “Projects in Planning” descriptions in the next section.

¹ These maps are from the University publication [Harvard Patterns](#), which can be reviewed in full on the Physical Planning page of the HP+AI website (www.hpai.harvard.edu). [Harvard Patterns](#) was published in January 2002. Land and building ownership in Cambridge has been updated; land and building ownership in Boston is shown as it was at publication.